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Annual Report, Faculty Affairs Committee, 2016-2017

Faculty Affairs Committee
College of Liberal Arts, Rollins College

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Annual Report for the Faculty Affairs Committee

Faculty Affairs Committee Members:

Eric Smaw, 2015 – 2017, at Large Rep, and Committee Chair

Stacey Dunn 2015-2017, at Large Rep, and Committee Secretary

Michele Boulanger, Spring 2017, Business Representative; Martha Cheng, Spring 2017 (filling in), at Large Rep; Bobby Fokidis, 2016-2017, at Large Rep; Eric Smaw, 2016 - 2018, Humanities Rep; Marianne DiQuattro 2016-2018, Expressive Arts Rep; Stacey Dunn, 2016-2018, Science Division Rep; Joshua Hammonds 2016-2018, Applied Social Sciences Rep; Amy McClure, 2016 – 2017, at Large Rep; Yusheng Yao, Spring 2017 (filling in).

Section I. Faculty Salary and Compensation Subcommittee.

I.1. FAC established a Faculty Salary and Compensation Subcommittee to conduct a review of faculty salaries in accordance with President Cornwell's charge the Provost Susan Singer and Professor Eric Smaw (Chair of FAC).

The original members of the FAC subcommittee were: Taskforce Members: Provost Susan Singer, Eric Smaw, Stacey Dunn, Sharon Agee, Anne Murdaugh, Kathryn Norsworthy, Udeth Lugo, and Matt Hawks. Kathryn Norsworthy removed herself from the subcommittee for reasons that were not entirely clear. Anne Murdaugh discontinued her participation in the subcommittee late in the spring semester to focus on her work as an Assistant Professor.

The current members of the FAC subcommittee are: Taskforce Members: Provost Susan Singer, Eric Smaw, Stacey Dunn, Sharon Agee, Christopher Fuse, Josh Hammonds, Udeth Lugo, Michelle Boulanger, and Matt Hawks.

The Subcommittee approved criteria for determining a peer benchmarking group, completed a comparative analysis of the average faculty base salaries and total compensation between Rollins and the institutions in our benchmarking group, initiated an internal review of the average base salaries of all full time, tenure/tenure-track faculty at Rollins, conducted small group discussions with faculty at all ranks to explore concerns and ideas regarding faculty salary, and followed up the discussions with an online, anonymous faculty salary survey. The Subcommittee is currently engaged in the work of analyzing the faculty salary survey data and developing a salary and compensation philosophy based on the results.

FAC will present its work to the faculty in the fall of 2017.

Section II. *Grants*.

II.1. Grant Review.

Throughout the academic year 2016-17, the Faculty Affairs Committee (FAC) reviewed, ranked, and submitted recommendations to Provost Susan Singer concerning funding for the Student/Faculty Collaborative Research Grants, and to Dean Jennifer Cavanaugh concerning funding for the Critchfield, Ashforth, and Individual/Course Development Grants, FYRST Grants, Open Education Research Grants, and the Faculty Instructional Technology Integration Grant.

II.1.a. Grant Funding.

Over the past year, the total amount of money allocated for the Critchfield, Ashforth, and Individual/Course Development Grants was \$80,522.00. This allowed FAC to recommend funding for 26 out of 27 research grant requests. Each of the grants that FAC recommended received some funding. The total amount of money allocated for the FYRST Grants was \$140,000.00. This allowed FAC to recommend funding for a total of 5 out of 8 grant requests. Each of the grants that we recommended received funding.

In years past, PSC (FAC prior to 2016) recommended that 100% of the FYRST Grants proposal receive funding. Given that FAC was only able to fund 62% of the FYRST Grants this year, some faculty members wanted to know why the percentage of grants recommended and funded dropped from 100% to 62%. Essentially, FAC learned that the original budget for FYRST Grants came from Cornell Funds, which were overspent during Lewis Duncan's presidency, so the Cornell Budget has been frozen. Nevertheless, the Dean's Office continued to fund 100% of the FYRST Grant requests while awarding sabbatical replacements for some of those who received FYRST Grants. The combination of (a) overspending the Cornell Budget, (b) awarding 100% of the FYRST Grants, and (c) hiring sabbatical replacements for faculty who received FYRST grants contributed to a deficit in the Dean's budget. To balance the budget for 2016-17, Dean Cavanaugh refrained from increasing the FYRST budget more than \$140,000.00.

II.1.b. During FAC's investigation of the budget for the FYRST Grants, we learned that the FYRST Grants were being paid out of the adjunct/overloads budget.

FAC appealed to the Dean's Office to move the funding for the FYRST Grants from the adjunct/overloads budget to an official line item in the Budget for the Dean's Office.

FAC will inquire and advise the faculty.

II.1.c. The total amount of money allocated for the Critchfield, Ashforth, and Individual/Course Development Grants was \$82,682.00. The total amount of money allocated for FYRST Grants is \$85,000.00.

II.2. Enhancing the Critchfield, Ashforth, and other Online Grant Application Forms.

Throughout the academic year 2015-16, the Professional Standards Committee discussed possible enhancements to the online grant application form. More specifically, PSC discussed adding a preview function to the online grant application forms. The preview function will allow grant applicants to review their application at various stages in the process of completing the application. PSC also discussed adding a send function (a button which allows applicants to automatically send themselves a copy of their completed/submitted applications) to the online grant application system. The send function will allow applicants to identify oversights/problems with his/her application and communicate directly with the Chair of PSC before the applications are reviewed.

PSC communicated with Katherine Sanchez and Mark Schendel (both in IT) about developing a preview function on the online application forms.

Katherine and Mark have agreed to add a preview function. Regarding the send function, Karla Knight has agreed to email each applicant a copy of his/her completed/submitted grant application. (Karla assured PSC that this will not substantially increase the amount of work that she does for PSC because she downloads the completed grant applications onto PSC's Blackboard site currently).

FAC will follow-up with IT and advise the faculty accordingly.

II.3. Creating Online Application Forms for Other Grants.

Throughout the academic year 2015-16, PSC discussed the possibility of developing online application forms for FYRST, Student/Faculty Collaborative Research, and other internal grants with Katherine Sanchez and Mark Schendel (both in IT).

IT believes that such a project will take a considerable amount of planning, time, work, and, possibly, enhancements to our current systems. IT will investigate and advise.

II.4. Grant Procedures.

FAC initiated a conversation about reviewing the procedures for evaluating grants and offering feedback to faculty who apply for grants. FAC began considering ways to make the evaluation procedures more objective, fair, and efficient. FAC considered ways to offer feedback to all faculty who apply for grants so that their applications are improved in the future. For example, Provost Singer has raised the possibility of establishing grant writing seminars for faculty who are interested in writing grants. Josh Hammonds and Stacey Dunn suggested clarifying and codifying the standards for all grants, which FAC accepted. Additionally, FAC has noticed that some grant applicants omit important information, e.g., the faculty stipend. FAC believes that offering faculty feedback on their grants will help them to avoid this and similar mistakes in the future.

Section III. *Course and Instructor Evaluation (CIE).*

III.1. As a result of the work of PSC, there are now common beginning and ending dates for the A&S, CPS, and Holt CIEs.

III.2. *CIE Completion Rate.*

In part, adopting the CIE email reminder standard depends on the overall CIE completion rate. Historically, Rollins CIE completion rate fluctuated between 71% and 80% (Fall 2010 – 80%; Spring 2011 – 76%; Fall 2011 – 76%; Spring 2012 – 82%; Fall 2012 – 77%; Spring 2013 – 79%; Fall 2013 – 71%; and Spring 2014 – 72%). Rollins's target CIE completion rate is 85%. Last year, the CIE completion rate was 64%. This is well below the historical and target CIE completion rates.

In the fall of 2016, 66% of the students completed all of their CIE's, 21% completed none of their CIE's, and 12% of the students completed some of their CIE's.

FAC has offered suggestions for improving our overall CIE completion rate, which include: (1) each professor might allot class time to completing the CIE for his/her course, either in the classroom or in the Bib Lab; and (2) each professor might remind his/her students to complete the CIE for his/her course.

IV. *FSAR Report.*

IV.1. Due date for FSAR.

The Faculty Handbook requires that the assessment of faculty performance for merit purposes begins with each faculty member assessing his/her own performance. The Faculty Self-Assessment Report (FSAR) provides the opportunity for faculty members to demonstrate that their work is meritorious. Currently, the FSAR forms must be submitted to the Office of the Dean of Faculty by August 15th. The Dean's Office asked PSC to consider proposing that the due date for submitting the FSAR be pushed back to August 31st.

The Professional Standards Committee voted to move the due date for the FSAR to August 31st.

The issue was moved on to the Executive Committee.

The Executive Committee voted to change the official due date for the FSAR to August 31st.

V.1. *Non-certificate Programs in the Holt School.*

V.1.a. Background.

The Faculty Affairs Committee invited the Dean of the Hamilton Holt School, David Richard, and the Associate Dean of the Hamilton Holt School, Meribeth Huebner, to its November 15th

meeting to discuss the non-credit certificate programs in the Hamilton Holt School. At the start of the meeting, Dean Richard offered a brief history of the Senior Tars (STARS) and non-credit certificate programs (paralegal studies and instructional design). In short, the STARS program was created three years ago as a community outreach and engagement initiative in the Hamilton Holt School. The program is successful in that many members of the Winter Park community enjoy attending classes and participating in STARS programming.

Unfortunately, however, the STARS program is not financially sustainable on its own. (Note: Dean Richard stated that the STARS program is not financially sustainable but did not support this claim with financial reports.) When Faculty Affairs requested a more detailed explanation of the finances of the program, he promised to forward us a report. We have not received any financial reports concerning the STARS or non-credit certificate programs. To solve the financial shortfall of the STARS program, Dean Richard hired a consulting firm, JMH, to create the curriculum for a non-credit certificate program in paralegal studies. (Note: the instructional design program was created by someone in IT. More importantly, since Dean Richards reported to the Curriculum Committee that the instructional design program will be terminated at the end of this academic year, FAC did not focus its discussion on the instructional design program). According to Dean Richard, the Hamilton Holt School and JMH have a 50/50 profit sharing agreement in which JHM is responsible for the marketing of the paralegal studies program, admitting students to the paralegal studies program, and hiring adjunct instructors to teach in the paralegal studies program. Sharon Carnahan has access to the evaluations of the adjunct instructors who teach in the paralegal studies program. It was not made clear why Sharon Carnahan has access to the evaluation of the adjunct instructors in the paralegal program, and Dean Richard did not offer an explanation for this arrangement.

V.2. Inquiry.

The Curriculum Committee and the Faculty Affairs Committee investigated the non-credit certificate programs in the Holt School.

V.3. CC's Final Resolution.

While the Curriculum Committee reaffirms the Memo sent to the Provost “Comments from CC re. RCLL non-credit/certificate programs” (see below), upon further investigation from the Provost into the specific matter of seeking ABA approval for the Paralegal Certificate Program, we do not believe it is necessary to seek ABA approval in this case, insofar as KI 1003 states that such non-credit programs are to be “typically recognized” by a professional organization, but not necessarily. We emphasize and reaffirm our final point in the earlier Memo: “moving forward, any proposal for any certificate program—whether credit or non-credit—shall be developed in consultation with and/or vetted by any relevant departments and/or programs of the College of Liberal Arts. The Curriculum Committee shall consider this to be a necessary prerequisite for a proposal to be endorsed by the CC.”

The Curriculum Committee submitted its final resolution of this issue to Provost Susan Singer.

V.4. FAC Final Resolution

The Faculty Affairs Committee invited Provost Singer to its April 25th, 2017 meeting to discuss its final resolution concerning the non-credit Paralegal Studies Program in the Hamilton Holt School.

The Faculty Affairs Committee made the following recommendations:

- (1) The Dean of the Hamilton Holt School develops a different business model for the STARs Program, one that does not take money from any other program(s).
- (2) The Provost terminates all financial and curricular relations with the private consulting company, JMH, as soon as it is possible to do so.
- (3) The Provost assigns the Paralegal Studies Program to the appropriate department or program in the College of Liberal Arts, possibly the Pre-Law Program.
- (4) The Dean of the Hamilton Holt School gives an annual financial report to the Provost of Rollins College demonstrating that the Paralegal Studies Program (and all non-certificate programs in Holt) is viable. If the Paralegal Studies Program is not financially viable then it should be terminated immediately.

The Faculty Affairs Committee submitted its final resolution of this issue to Provost Susan Singer.